

## Work Style Reform (Draft Salary Structure)

- (1) Salary is variable with the amount of pension taken into account. Standard pension age is 65.  
 (2) Amendment will be made on this table as the pension age and amount are changed.  
 (3) This policy is applicable to employees with excellent achievement, prospect and health.  
 (4) Salaries for general managers will be decided individually, regardless of this table.

Employment	Ages	HQ Staff	Onsite Staff	Others	Branch Staff	Onsite Staff	Others
1. Full Time 8:30~17:30 (173h) (40h/week)	①60 or older	90~100% of salary received at 59	90~100%	—	90~100% of salary received at 59	90~100%	—
	②65 or older (Pensioner)	270,000~ 310,000JPY (1,680JPY/h) ( )average salary converted into hourly wage	240,000~ 270,000JPY (1,470JPY/h)	—	250,000~ 270,000JPY (1,500JPY/h) ( )average salary converted into hourly wage	220,000~ 250,000JPY (1,360JPY/h)	—
	③70 or older (Pensioner)	240,000~ 270,000JPY (1,480JPY/h) ( )average salary converted into hourly wage	200,000~ 230,000JPY (1,240JPY/h)	—	210,000~ 240,000JPY (1,300JPY/h) ( )average salary converted into hourly wage	190,000~ 210,000JPY (1,160JPY/h)	—
2. Short Time 8:30~15:30 (138h) (30h/week) (75% of Full Time) (No Social Insurance)	①60 or older	70~80% of salary received at 59	—	—	70~80% of salary received at 59	—	—
	②65 or older (Pensioner)	200,000~ 230,000JPY (1,550JPY/h) ( )average salary converted into hourly wage	—	—	180,000~ 210,000JPY (1,410JPY/h) ( )average salary converted into hourly wage	—	—
	③70 or older (Pensioner)	180,000~ 200,000JPY (1,380JPY/h) ( )average salary converted into hourly wage	—	—	150,000~ 180,000JPY (1,200JPY/h) ( )average salary converted into hourly wage	—	—
3. Subcontract (Free after morning MTG.)	Sales Rep. Engineer BM Rep. Officer clerk	150,000~ 250,000JPY	—	—	120,000~ 200,000JPY	—	—
Attention	①Pension should be cut down if your income totals; A. over 280,000JPY (at age 60 or older) B. over 460,000JPY (at age 65 or older) ②Female office clerk at age 65 or more would receive 70~80% of salary/wage on this table.				③Average amount of pension at 65 A. Men:170,000~190,000JPY B. Women:120,000~140,000JPY		